

LA-UR-19-23199

Approved for public release; distribution is unlimited.

Title: Learning Teams at Los Alamos National Laboratory

Author(s): Trujillo, Stanley

Intended for: DOE Operating Experience Committee (webinar)

Issued: 2019-04-10



Learning Teams at Los Alamos National Laboratory

April 9, 2019

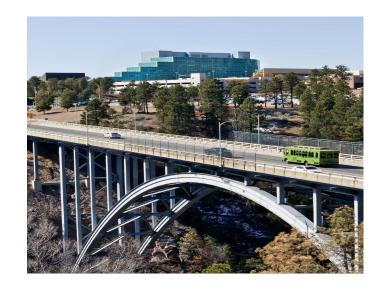
DOE Operating Experience Committee

Stanley Trujillo (LANL)



- 2. Abnormal Events
- 3. Learning Teams (LT)
- 4. Summary
- 5. Questions/Comments





The safety culture at Los Alamos National Laboratory (LANL) is one of continuous improvement.

- Abnormal events
- Critiques Fact Findings (FF)
 - ✓ Critiques renamed to FF to get away from the blame stigma
- However, still an intimidation factor FFs typically include various levels of management, ORPS, PAAA, DOE Site Reps, DNFSB, etc.

Critiques/Fact Findings

 Who wants to speak? Remember all eyes are on you! You're on the "hot seat!"



- Various ways to perform LTs, but will focus on TA-55
- 2014 began using Learning Team (LT) concept as an alternative option (supplement) to Sub-ORPS events
- LTs do not take the place of FFs and are still required to understand, learn and improve from the event.
- The intent of LTs is to facilitate open communication and transfer information into operational feedback and improvement

What is a Learning Team (LT)?

- Another form of continuous improvement
- LTs at TA55 include people from varying organizations and backgrounds (glovebox workers, RCTs, Waste Coordinators, Craft, Industrial Hygienists, Ergo Specialist), and a Management Champion
- LT members are trained on HPI principles
- LT members are "facilitators"
- LT try to understand event from workers' perspective
- Workers (not managers) identify improvement opportunities and communicate to management

What is a Learning Team (LT)?

- LT has a "Chair" who helps steer the process
- LT uses a template to help guide the process
- Remember the LT may supplement FF process, but does not take the place of FF

How does a Learning Team (LT) work?

- Worker-driven
 - ✓ Setting is informal (comfortable setting)
 - ✓ Transparency is key
 - ✓ Generic questions provided prior to meeting (what went wrong, what would you do differently)
- Since workers are the ones who performed the work, they
 have an intimate understanding of the work being reviewed
 and events being assessed.

Why do Learning Teams work?

- Empowers workers! How are they empowered?
- Provides workers with a voice!
 - ✓ By listening to workers and providing them with a informal environment (no managers or oversight), they become comfortable to openly discuss the event without fear of reprisal

Process usually consists of 2-3 meetings.

- 1. 1st meeting introduction (icebreaker)
- 2. 2nd meeting "learning mode," or "soak time"
- 3. 3rd meeting follow-up and finalize

Feedback from workers – examples

- "What is the difference this time?" I've proposed ideas and recommendations in the past with no action taken."
- "Hey, this (Learning Team) really works, can I join?"

Although FFs are still required – LTs are preferred (when possible) over Fact Findings

How are results shared and/or communicated?

- Via email, pre-job discussions, etc.
- Worker Safety and Security Teams
- Lessons Learned database (OPEXatLANL)

Why are Learning Teams successful?

- ✓ Support starts from the top strong partnership between management and workers
- ✓ Each Learning Team has a Management Champion
- ✓ Worker buy-in ... TRUST
- ✓ Learning Team Reviews take on their own identity and materialize at their own pace
- ✓ Builds upon a previously established HPI foundation

Improving drum handling techniques: Implement the use of a 8-wheel caster vs. a 4-wheel caster.



Summary:

The success of LTs is a combination of worker engagement and management commitment to improving how we perform work. It is a collaborative process that is making big difference for the workforce at LANL/TA55.

Having LTs as another tool to help investigate events, is helping to create a sustainable safety culture at LANL/TA-55. As more and more employees experience LTs, the FF process seems to also be improving. That is, workers now feel more comfortable providing input during FFs.

Example of Fact Finding



Example of Learning Team





Example of Learning Team



Questions / Comments

Stanley Trujillo

Institutional Quality, Performance Assurance

Work: 505-667-2750

Mobile: 505-695-5967

Email: stantrujillo@lanl.gov

"Events can be avoided through an understanding of the reasons mistakes occur and application of the lessons learned from past events (or errors)".

